

7 January 1960

MEMORANDUM FOR THE RECORD

SUBJECT: Career Service Program Conference

The following are the comments made by those attending the conference on the IG survey of the Career Service Program:

1. General Counsel. No legal problems arise from the program as outlined in the report except that in the area of special benefits that may be proposed legislation may be required. Raised the question of a definition of a career service which Stewart tried to answer with little success. He explained it in terms of legislated government bodies which incorporate the word "service" in their titles such as the Foreign Service and military services. He then got lost in a vague discussion of the problems associated with a service created by legislation and finally foundered. Our definition of an Intelligence Service as an organized group of people devoted to intelligence work in its broad aspects as a profession appeared to satisfy Houston.

2. He also questioned whether the Development Board in performing the functions expressed in the report would not supersede the Director of Personnel and other support chiefs. Our answer was that in some respects it would but that it was primarily concerned with career development, a function not being performed on an Agency-wide basis at present, and that the Board would not duplicate or take over functions now being performed effectively by support offices. Houston commented that this was not clearly stated in the report and felt it would be helpful to rewrite those paragraphs to remove any doubt about the division of responsibilities.

25X1 3. Security. [ ] appeared to have missed the purpose of the report and felt he had to defend the Office of Security against what he interpreted to be charges of inefficiency in the matter of the length of time consumed in applicant clearance. He gave a rather detailed description of the problems involved in getting name checks through other agencies and the great volume of work they were struggling with. The discussion wandered off into the JOT program and had to be brought back to the subject at hand by an explanation to [ ] that the clearance time factor was mentioned only as one of the several problems encountered in inducing qualified young people to take up intelligence as a career.

25X1

25X1

4. [ ] asked where the staff agent fitted into the picture. It was agreed that this was a problem not dealt with in the report but also that it was a much broader problem and not limited to career development. Records of staff agents would have to be handled separately but career determinations could be made by the same career service machinery that handled all other intelligence careerists.

25X1

5. [ ] greatest concern was where the Office of Security fitted into the career service structure when the present Career Services changed from organizational to occupational groupings. He seemed to be afraid that his office would be swallowed up in an administrative or general support service and that he would thereby lose control over his employees. He was unable to understand that for career development purposes it was unnecessary to lump all Security personnel in one or another service and that his employees could be intelligence, technical, specialist or administrative careerists without diluting his command authority.

6. Medical. Dr. Tietjen believed he could accommodate an increased workload but since he could not estimate the size of the increase he preferred not to commit himself on the need for expanded facilities. His only concern with the proposed program was that categorizing medical officers as specialists implied temporary employment and that this might counteract the efforts he has been making to employ doctors on a long-time permanent basis. He was assured that specialists could have lifetime careers with the Agency just as any other category of employee and that, in fact, the establishment of a specialist service could provide the means of resolving problems inherent in our present method of trying to absorb high level specialists into a career staff structure. Tietjen acknowledged that in the past medical officers usually did not stay with the Agency for more than a few years but that he hoped to develop a more permanent staff in the future.

25X1

7. Training. [ ] contributed little to the discussion. He took the position that the Director of Personnel could do all the things the Development Board is intended to do if only he was willing to do them. It was pointed out that under the present organizational structure of the Agency the Director of Personnel had neither the capability nor the authority to conduct an Agency-wide program of career development and, furthermore, that there was no hope of changing this situation in the foreseeable future. It was acknowledged that our proposal had the effect of establishing a superior body to accomplish the things the present system could not accommodate.

8. Personnel. Stewart expressed his views at several points throughout the discussion. He provided some figures estimating the size of the occupational categories suggested in the report and stated that he believed them to be too large for effective administrative handling. He commented several times on his efforts to develop manpower controls and spoke of his work on employee qualifications register.

The principal point he had to make about our report was that he urged that the career development functions not be split away from other personnel management functions. He was not clear in expressing himself on this subject but it is believed he was voicing disapproval of the establishment of a superior authority in the personnel field.

25X1 9. Summary. To us the meeting was rather disappointing. The reactions were generally negative or at least skeptical; the absence of strong approval was quite noticeable. Other than the comments by [ ] there was no defense offered for the present system although there was an attitude of complacency in evidence. It is interesting to note that the points raised were not directed at the need for a development program or the principles involved but were aimed at the proposed Board and realignment of services. Some doubts may be dissipated by a clarification of these sections of the report but I ~~do not~~ believe that our program will be actively approved by [ ] and Stewart, with Houston and Tietjen non-committal and [ ] in doubt. 25X1 25X1



25X1

*We subsequently learned that one of the members present at the meeting took it upon himself to inform the DDS of the report and conference. We are also informed that the DDS issued instructions to the effect that the five could attend the conference but were not to discuss the report or commit themselves in any way since this was his responsibility and prerogative. Perhaps this explains to some extent the attitude of restraint and absence of constructive comments on the part of the support officials.*